

IMPLEMENTATION ELEMENT

The Serra Mesa Community Plan has set forth a wide range of goals and proposals aimed at enhancing the community, with careful consideration of the environment. Specific actions must be undertaken to realize the Plan. These actions and related financial obligations require joint efforts by private citizens, enterprises, community organizations and government at local, state and federal levels. Some implementation programs, however, may be carried out by private initiative only.

The community is relatively new and developed to relatively high standards. It does not require extensive redevelopment. Implementation will emphasize the retention and enhancement of those qualities that have made the community a desirable place in which to live and work.

The following section of the Plan summarizes the implementation proposals necessary to fulfill the goals of the Serra Mesa community. The proposals are presented by category as follows: plan review and maintenance, citizen participation, development phasing, rezoning proposals (to bring zoning into consistency with the plan), a summary table of public facilities (existing and proposed) and a summary table of major plan proposals.

PLAN REVIEW AND MAINTENANCE

The Serra Mesa Community Planning Group (SMCPG) has been instrumental in preparing this Plan. Once the Plan is adopted, continued citizen involvement is vital for its implementation. The SMCPG and succeeding private citizen organizations should provide leadership for the following plan review and maintenance proposals:

- **ACTIONS TO IMPLEMENT PLAN PROPOSALS SHOULD BE INITIATED.** These actions vary widely. They may be direct actions such as petitions for forming assessment districts or initiating rezonings. The community may assert itself in other ways to bring about desirable changes such as the formation of a citizen task force to clean up litter.
- **DEVELOPMENT ACTIVITY IN THE SERRA MESA COMMUNITY SHOULD BE CONTINUALLY MONITORED.** The planning group should review all future public facility improvements, rezonings, and subdivisions, Conditional Use Permits, Hillside Review Permits, planned residential and commercial developments. The planning group should also review and respond to all Environmental Impact Reports relative to public and private projects. These objects and environmental statements should receive strong recommendations regarding their individual conformance to community plan goals and objectives.
- **DEVELOPERS SHOULD BE PERSUADED TO INCORPORATE ENVIRONMENTAL CONSIDERATIONS INTO PROJECTS.** Some of these considerations are not incorporated into existing ordinances. It is essential that development located on and near canyon rims and hillsides be designed with great care. This can be accomplished through

good design and environmental concern on the part of the developer. Through cooperation between developers and the community, environmentally attractive developments can be realized without total reliance on ordinances that may rigidly dictate the form of new development.

- **THE CAPITAL IMPROVEMENTS PROGRAM SHOULD BE REVIEWED.** Each year the City prepares a Capital Improvements Program which lists urgent projects that must be financed within the following six years. The first year of this program is formally adopted by the City Council. The community should review the Capital Improvements Program and make recommendations. These recommendations should be consistent with the Plan's goals, objectives and proposals.
- **THE PLAN SHOULD BE CONTINUALLY MONITORED TO ENSURE ITS TIMELINESS.** This Plan should not be considered a static document. The Plan's intent is to provide guidance for orderly growth and to respond to changing environmental, social and economic conditions. The Plan should also be reviewed with respect to the legislative framework. It should conform to all applicable federal, state and local ordinances. As the Plan is a policy guide, it should also conform to City Council policies, and to those formulated by other public agencies having jurisdiction. In order to accomplish these aims, the Plan must be continually monitored and amended when necessary so that it remains relevant to community and City needs. This process will probably involve a yearly review and a major overhaul and revision every five to ten years. The planning group should be responsible for this task.

CITIZEN PARTICIPATION

Although the City Council has ultimate responsibility for carrying out the Plan, the true burden rests with an interested, active citizenry. The following proposals are intended to encourage constant citizen participation in community affairs in accordance with Council Policy 600-24, Operating Procedures and Responsibilities of Recognized Community Planning Committees:

- **THE PLANNING GROUP SHOULD CONTINUE TO MEET ON A REGULAR BASIS AFTER PLAN ADOPTION.** These meetings should be open to the public. They may be held either downtown when staff assistance is required, or at a designated meeting place in the community. Although these meetings will generally be concerned with issues of direct relevance to the Plan, they may function as forums for other matters of community concern and interest.
- **IF NEIGHBORHOOD ISSUES WARRANT COMMUNITYWIDE ATTENTION THE PLANNING GROUP SHOULD CALL SPECIAL MEETINGS.** These special meetings should be held in the neighborhood affected by the issue. Suggested meeting places could be local elementary schools or churches. The planning group can respond more effectively by going to the affected neighborhood than by requiring all neighborhood matters to be heard at regularly scheduled community meetings.

- **CITIZEN PARTICIPATION SHOULD BE BROADLY BASED AND EXTEND TO “GRASS ROOTS” LEVELS.** The planning group should assume the leadership role in a “community government” that should enable every member of the community to have a voice in neighborhood and community affairs. This may be accomplished through the establishment of a “town hall” in a designated meeting place known to all. Issues brought forth at these meetings then could be made known to the City or other agencies for appropriate responses.
- **COMPOSITION OF THE PLANNING GROUP SHOULD BE TRULY REPRESENTATIVE OF THE COMMUNITY.** Procedures should be established to ensure that the planning group reflects a wide range of opinions and that a maximum number of citizens participate. These should be accomplished by periodic, democratically conducted elections of representatives to the planning group by all members of the Serra Mesa community.
- **ALL GOVERNMENTAL AGENCIES SHOULD SOLICIT CITIZEN INPUT BEFORE MAKING DECISIONS THAT AFFECT THE COMMUNITY.** The “community planning” approach should be extended to all facilities and services planning. A hypothetical example is neighborhood park design. A park that is technically well designed but not used by the community would be frustrating to the park designer. Members of the community could have made the park designer aware of neighborhood problems not immediately apparent to an outsider.
- **ALL COMMUNITY ORGANIZATIONS SHOULD MAKE THE COMMUNITY AWARE OF THEIR EXISTENCE AND ENCOURAGE PARTICIPATION.** A marquee should be established at a prominent location in the community. It should list the names of the organizations together with their meeting times and places. Many of these organizations can be vehicles for implementing Plan proposals.

DEVELOPMENT PHASING

Although Serra Mesa is largely developed, events can plausibly occur that could place heavy pressure on public facilities. City Council Policy 600-10 states that development should proceed only if adequate public facilities are assured.

The following basic requirement is set forth to guide development as proposed in the Plan.

ALL DEVELOPMENT PROPOSED SHALL BE PREDICATED UPON THE ADEQUACY AND AVAILABILITY OF ESSENTIAL PUBLIC SERVICES TO SERVE THE DEVELOPMENT.

In addition, it must be emphasized that the processing of rezonings, PRDs, Conditional Use Permits and tentative maps must comply with normal City requirements. These include: Council Policy 600-4, Standards for Public Rights-of-Way Improvements; Council Policy 600-10, Adequacy of Public Services in Connection with Development Proposals; Council Policy 600-19, Fostering of Balanced Community Development for the City of San Diego,

Council Policy 600-22, School Availability; Environmental Impact Report requirements and all other City policy requirements.

REZONING PROPOSALS

Council Policy 600-6 states that zoning should be used to implement proposals in adopted community plans. This policy is an indication of the City's intent to follow through on its proposed plans.

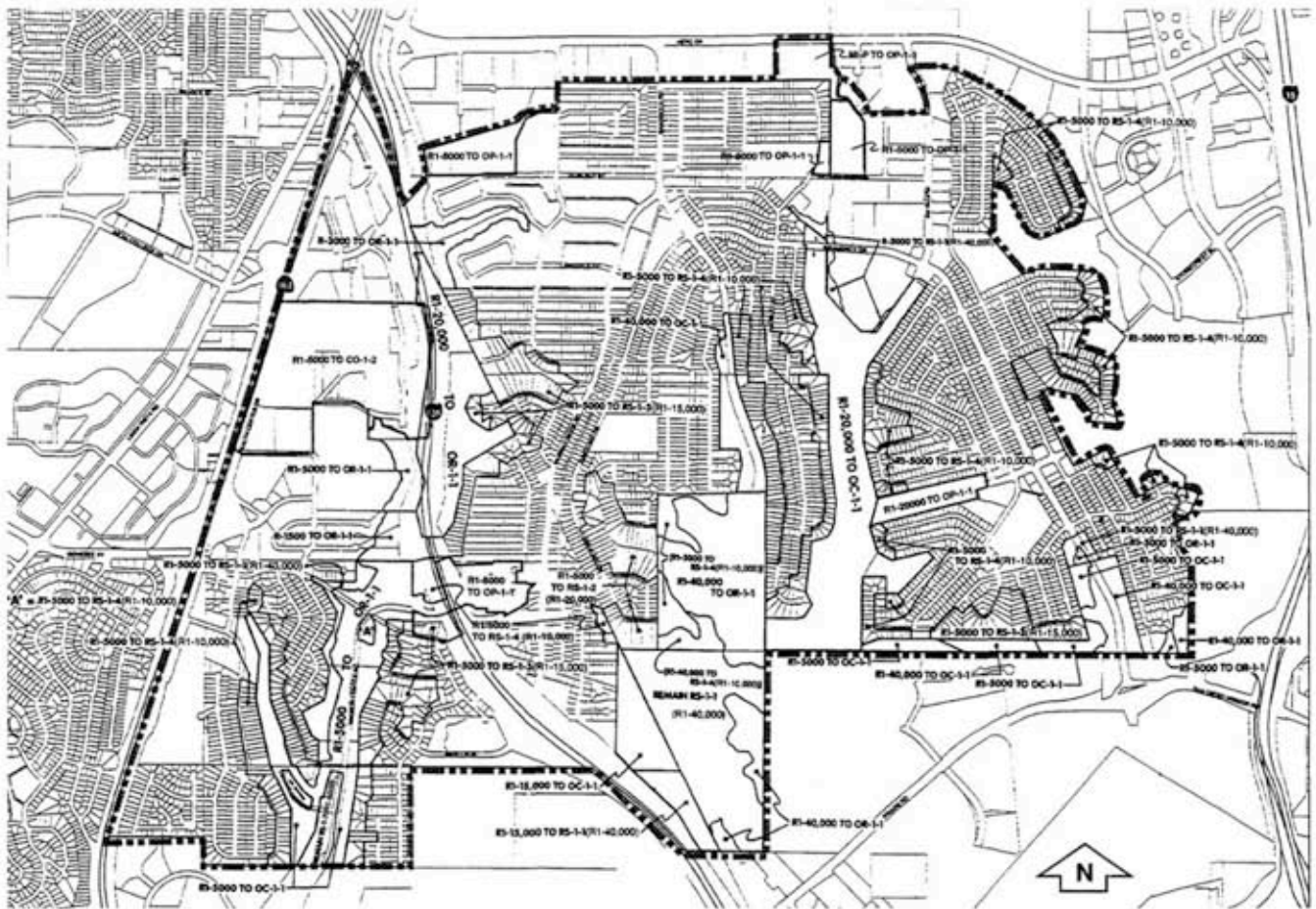
The following maps illustrate those situations where Plan proposals and present zoning are inconsistent. The first map shows the zoning as it existed in October, 1976. The second map specifies the 1987 zoning after amendments to the community plan at that time and the third map shows rezonings to accommodate the 2000 plan amendments.

See **Figure 15**: 1977 and 1987 Zoning.

See **Figure 16**: 2000 Rezoning.



1977 and 1987 Zoning **15**
Serra Mesa Community Plan **FIGURE**



--- COMMUNITY PLAN BOUNDARY



TABLE 4
SUMMARY OF PLAN PROJECTS

		Priority	Status
Streets and Highways			
I-15 reconstruction		Mid-range	Pending availability of state funds
Park	(Park District #)		
Serra Mesa Community Park and Rec. Center	#390	---	Existing, expansion proposed
Neighborhood Park	#391 (Shawn)	Mid-range	Proposed for acquisition
Neighborhood Park	#392 (Rancho Cabrillo)	Immediate	Being acquired
Neighborhood Park	#392 (Cabrillo Heights)	---	Existing
Neighborhood Park	#402 (Fletcher)	Mid-range	Proposed for acquisition
Schools			
Angier Elementary		---	Existing
Cubberley Elementary		---	Existing
Fletcher Elementary		---	Existing
Jones Elementary		---	Existing
Juarez Elementary		---	Existing
Wegeforth Elementary		---	Existing
Taft Junior High		---	Existing
Other Public Facilities			
Branch Library		---	Existing
Fire Station		---	Existing
Northeast Police Substation		Immediate	Proposed in recent consultant study conducted for Police Department

TABLE 5
SUMMARY OF PLAN PROPOSALS

The following is a summary table of implementation projects, including priorities, type of action, responsibility, and, if pertinent, means of financing.

HOUSING ELEMENT

Proposal	Priority	Action	Responsibility
1. Encourage density ranges (5-9, 10-14, 15-29, 15-43 du/ac) to develop and/or maintain these densities as shown on Plan Map.	Continuing	Allow no rezonings that conflict with plan proposals. Initiate rezonings to conform to Plan.	Planning Commission and City Council
2. Relate dwelling units to topography.	Immediate	Work with property owners, realtors and developers to encourage PRD concepts.	Planning Department
3. Encourages maintenance and enhancement of existing housing stock.	Immediate and continuing.	Work with property owners, military (Cabrillo Heights).	SMCPG*
4. Investigate use of housing subsidies and lease programs in the Serra Mesa community.	Continuing	Investigate state and federal housing subsidy and City leased housing programs.	City Council, City Manager, Private Developer
5. Public ownership of Cabrillo Heights Military housing need should be guaranteed even if the military relinquishes ownership.		According to effect transfer of City Council, City ownership from Navy to public agency if the military relinquishes ownership.	Manager

*Serra Mesa Community Planning Group and successors.

COMMERCIAL ELEMENT

Proposal	Priority	Action	Responsibility
1. Rezone parcel at southeast corner Genesee and Mockingbird from R-1-5 to CN.	According to need	Work with owner and/or developer, using CN (PCD) zoning.	Private
2. Enhance appearance of Serra Mesa Shopping District.	Immediately	Work with owners and tenants.	SMCPG
3. Retain CN zoning at Shawn and Starling convenience center.	Continuing	Monitor situation.	SMCPG
4. Develop small activity node at Military Commissary	Continuing	Work with military	SMCPG

TABLE 5
SUMMARY OF PLAN PROPOSALS (continued)

PARKS AND RECREATION ELEMENT

Proposal	Priority	Action	Responsibility	Financing
1. Expand Serra Mesa Community Park, including leisure areas, tennis courts, swimming pool.	Immediate	Work with School District, private developers.	Planning Department, Park & Recreation Department, Property Department	CIP, *land trade, assessment district
2. Retain Cabrillo Heights Park, ball diamonds.	Continuing	Monitor situation, maintain facilities	Park and Recreation Department	
3. Develop Rancho Cabrillo Neighborhood Park	Immediate	Acquire land and construct improvements	Park and Recreation Department	CIP – Park fees
4. Provide neighborhood park near Juarez School.	Immediate	Acquire land and construct improvements.**	Park and Recreation Department**	CIP – Park fees Env. Growth Fund
5. Provide neighborhood park near Fletcher School.	Immediate	Acquire land and construct improvements.**	Park and Recreation Department**	CIP – Park fees
6. Improve recreation and “tot lot” facility in Cabrillo Heights housing project.	Immediate	Enhance “tot lot” facility; clean up ravine to west.	Military; residents in area	

* CIP – Capital Improvements Program

** Alternate: Turfing of school playgrounds by joint development agreement with San Diego Unified School District.

COMMUNITY FACILITIES ELEMENT

Proposal	Priority	Action	Responsibility	Financing
1. Schools: Encourage most efficient utilization of schools in the community.	Immediate	Work with San Diego Unified School District to investigate alternatives to conventional class structure.	SDUSD, SMCPG, community action	
2. Encourage Community Schools programs at all schools in the community.	Immediate	Survey neighborhoods for needs that can be served by community schools. Establish programs to fulfill those needs.	SDUSD, SMCPG, community action	SDUSD, Stuart Mott Foundation
3. Police, Fire Protection, Library, Sewer, Water and Drainage Facilities	Continuing	Monitor needs; improve when necessary.	City of San Diego	
4. Emergency Medical Services; Improve emergency services	Immediate	Work with Donald N. Sharp Memorial Community Hospital to improve emergency medical services.	Sharp Hospital, County agencies	

TABLE 5
SUMMARY OF PLAN PROPOSALS (continued)

TRANSPORTATION ELEMENT				
Proposal	Priority	Action	Responsibility	Financing
Streets				
1. Construct I-15 between Friars Road and Route 52.	ASAP	Construct freeway	Caltrans, Transportation Planning	Highway trust fund gas tax
2. Complete internal street network in Kearny Mesa Health-Institutional Complex.	Immediately, according to need	Construct Birmingham Avenue loop to Mesa College Drive.	Adjacent property owners as part of expansion plans	Private property owners
3. Widen Health Ctr. Dr. to four lanes (widening and/or parking removal).	According to need	Schedule into CIP according to need.	Transportation Planning	CIP
4. Provide misc. Special treatment	As needed	Monitor and determine needs for increasing capacity of road system.	Transportation Planning	CIP and/or City general fund
Public Transportation				
5. Increase frequency and hours for Routes 25, 25A and 27.	Immediately	Implement plans.	Transit company	Not determined
6. Provide direct express service from Serra Mesa to Downtown and other employment centers.	ASAP	Implement plans.	Transit company	Not determined
7. Institute area mini bus shuttle system supplementary to express service.	Long range	Develop and implement local service plan linked with citywide.	SMCPG, S.D. Transit, private	Not determined
Bikeways				
8. Develop community bikeway system coordinated with City and regional system.	ASAP	Follow through by implementing approved plans.	Transportation Planning, SMCPG	CIP, Bikeway fund, City general fund

TABLE 5
SUMMARY OF PLAN PROPOSALS (continued)

ENVIRONMENTAL MANAGEMENT ELEMENT

Proposal	Priority	Action	Responsibility	Financing
Physical Environment - Urban Design				
1. Improve grading, landscaping, standards and control of hillside cuts.	Immediate	Amend PRD, PCD and HR requirements to provide better protection and enhancement of environment. Enforce adopted standards.	Planning	
2. Underground utilities on following streets: Gramercy Dr. FY 1980 Mission Village Dr. FY 1981 Ruffin Road FY 1981 Sandrock Rd., FY 1982	ASAP	Schedule undergrounding of utilities on major streets; local neighborhoods when feasible, transmission lines when feasible.	Community action, SMCPG, SDG&E	Utility Company, Assessment District, CIP
3. Extend cable TV; require master antenna in new PRD's and multifamily projects.	ASAP	Approach fancies operator re: expenditure service-follow up. Require master antenna in PRD's through Council action.	SMCPG, community action, Planning Department	
4. Extend sign controls	Immediate	Adopt city zone changes City Council to achieve sign controls.		
5. Control environmental pollution.	Immediate	Enforce existing anti-pollution legislation; develop new programs and practices.	Community action, City Council	
Open Space - Hillside Conservation				
6. Establish open space system; Ruffin-Sandrock Canyons; Cardinal Canyon, west forks of Murphy Canyon, hillsides adjacent to Mission Village Drive (Total 400 acres).	Immediate. Acquisition should occur as early as possible, not until threat of development occurs.	Initiate proceedings for hearing and Council action on establishment of assessment district or districts. Apply HR zone overlay over all land meeting criteria; R-1-40 zone in designated open space areas and other open space zones as appropriate.	SMCPG, City Council, community action	Park Procedural Ordinance (assessment districts), Environmental Growth Fund
Socio-Economic Environment				
7. Monitor community facilities and services to ensure they serve the changing social and economic needs of the population.	Immediate and continuing	Organize a task force of community leaders and experts, in social problems to evaluate socio-economic conditions in the community and recommend appropriate action.	SMCPH, community City Human Resources Dept.	

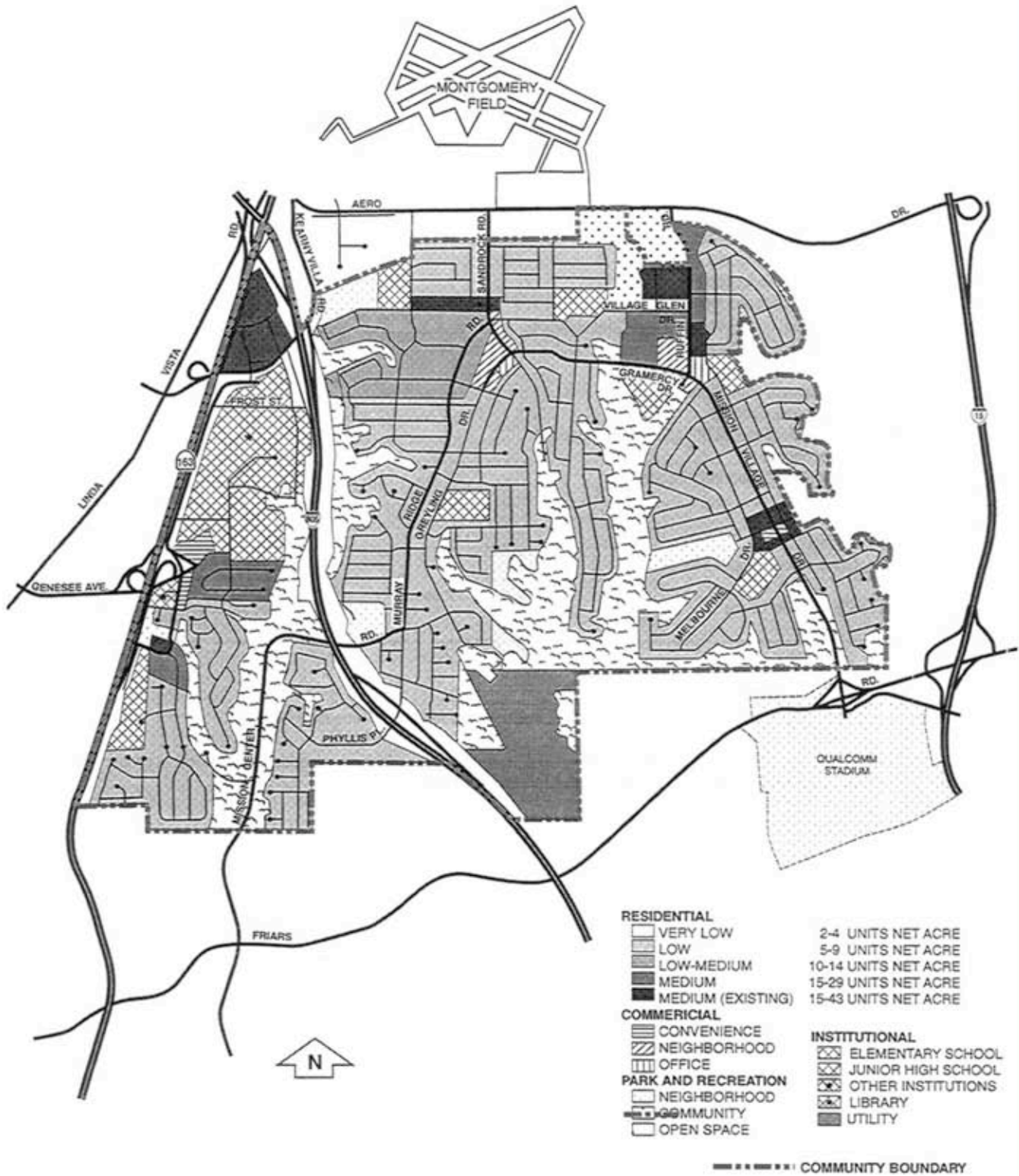
TABLE 6
PLAN SUMMARY

PROPOSED LAND USE ALLOCATIONS

Uses	Acres
Low Density Residential (5-9) a, b	944
Low-Medium Density Residential (10-14) a, b	85
Medium Density Residential (15-29) a, b	54
Medium Density Residential (15-43) a, b	45
Professional Office (Serra Mesa Subarea)	2
Local Commercial (Neighborhood and Convenience)	23
Community Shopping Center	26
Regional General Commercial	150
Recreation-Visitor Commercial	15
Health-Institutional Complex	127
Other Regional Facilities (SDG&E, School Support)	97
Parks and Recreation	62
Schools and Other Community Facilities	84
Open Space	425
Total Net Area	5,479
Streets, Other Public Rights-of-Way	1,117
Total in City of San Diego	6,596

Table 6 Notes:

- a. Density is calculated as the number of dwelling units per net residential acre (DU/NRA).
- b. Residential use allocations include certain non-residential uses for which no separate plan element is given. These include religious facilities, private day care centers and the like.



Community Plan Land Use 1990
Serra Mesa Community Plan

17
FIGURE